**TEXT 1:**

**Project Management**

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Project management is the discipline of using established principles, procedures and policies to successfully guide a project from conception through completion.

Often abbreviated as PM, project management requires the application of those principles and procedures as well as tools and technologies to ensure that a project can be completed in a way that meets all articulated outcomes, from spending limits to end-goal objectives.

The project management plan is expected to effectively and efficiently guide all aspects of a project from start to finish, with the ideal goal of delivering the outcome on time and on budget.

A project plan often begins with a [project charter](https://searchcio.techtarget.com/definition/project-charter-PC), and it is expected to identify potential challenges in advance. Risk management is needed to anticipate and handle any roadblocks or surprises that arise so that the project keeps on schedule.

Project management commonly involves overseeing teams from multiple functional areas within an organization as well as overseeing teams and workers from multiple organizations who are expected to work together for part or all of the project's duration to reach the common goal.

Project managers, thus, need to be able to communicate effectively across many disciplines and inspire unity of action among many workers in order to deliver a successful project. […]

**Elements of project management**

*A Guide to the Project Management Body of Knowledge* divides project management into five processes:

1. Initiating
2. Planning
3. Executing
4. Monitoring and controlling
5. Closing

Additionally, project management professionals identify multiple discreet areas they must manage as part of their roles and responsibilities. They commonly identify 10 such areas to manage as:

1. Integration
2. Scope
3. Time
4. Cost
5. Quality
6. Procurement
7. Human resources
8. Communications
9. Risk
10. Stakeholder [...]

<https://searchcio.techtarget.com/definition/project-management?vgnextfmt=print>

**Exercises about TEXT 1:**

**GLOSSARY**

Match each word to its suitable translation into Portuguse:

1. policies ( 7 ) agenda, cronograma, planejamento
2. as well as ( 9 ) afim de
3. outcomes ( 8 ) supervisionar, inspecionar
4. budget ( 12 ) acionista
5. roadblocks ( 10 ) entre, dentre
6. so that ( 11 ) por isso
7. schedule ( 6 ) para que
8. overseeing ( 4 ) orçamento
9. thus ( 2 ) assim como, bem como
10. among ( 3 ) resultados
11. in order to ( 1 ) políticas, conjunto de ações
12. stakeholder ( 5 ) bloqueios, empecilhos

**After Reading the text, answer the questions below in Portuguese:**

1. O que é gestão de projetos segundo a autora do texto?

R: “Project management is the discipline of using established principles, procedures and policies to successfully guide a project from conception through completion.”

Ou seja, Gestão de projetos é a disciplina de estabelecer princípios, procedimentos e ações para direcionar com sucesso um projeto desde sua concepção até sua finalização.

“Uma espécie de guia eficaz e eficiente que mantenha os resultados positivos dentro do prazo e orçamento. A Gestão de Projetos é uma espécie de guia, conjunto de políticas e procedimentos necessários para manter os resultados esperados.”

1. Quais são os cinco processos da gestão de projetos? Escreva o equivalente em inglês também.

R: First: Initiating – Iniciando.

Second: Planning – Planejando.

Third: Executing – Executando.

Fourth: Monitoring and controlling – Monitorando e controlando.

Fifth: Closing – Fechando.

1. Um gestor de projetos profissional (GPP) não se ocupa apenas do projeto em si. Tendo essa afirmação em mente, quais são as outras áreas que o GPP também acompanha como parte de seu trabalho e responsabilidades? Escreva o equivalente em inglês também.

R: Integration = integração. Scope = escopo, área de atuação. Time = tempo. Cost = custo. Quality = qualidade. Procurement = Procura por parte do mercado ou demanda. Human Resources = Recursos Humanos. Communications = comunicações. Risk = risco. Stakeholder = suporte, acionistas, investidores.

**GO TO TEXT 2**

**TEXT 2:**

[](https://insights.dice.com/author/nick-kolakowski/)**Product Manager Salary: What to Expect with Experience, Education**

[Nick Kolakowski](https://insights.dice.com/author/nick-kolakowski/)

June 4, 2020.

[Product manager](https://www.dice.com/jobs/q-Product+Manager-jobs) jobs occupy a vital role within companies, which is why the average [product manager](https://www.dice.com/jobs/q-Product+Manager-jobs) salary is often quite high. In exchange for that solid compensation, employees in this role must juggle a variety of responsibilities, from keeping production on-track to ensuring that team members are communicating effectively.

In a technology context, product managers often supervise the launch and maintenance of apps and services. They must also act as a communication channel of sorts between the teams creating the product and upper management (which places a lot of emphasis on their [“soft skills”](https://hbr.org/2019/09/are-you-developing-skills-that-wont-be-automated) such as communication and empathy). Mastery of the product manager role requires not only the ability to see the product and project in a holistic way, but also focus on the small details.

With all that in mind, let’s dig into product manager salary and what’s needed in order to maximize compensation.

**What is a product manager’s starting salary?**

According to Burning Glass, which collects and analyzes millions of job postings from across the country, product managers with zero to two years of experience (i.e., just starting out) make a median salary of $83,000 a year, although those in the upper quartiles can make over $100,000 at the beginning of their careers. Check out this full chart to see how experience in the profession translates into pay:

**Product Managers, Salary and Experience**

| **Experience** | **25th Quartile** | **Median** | **75th Quartile** |
| --- | --- | --- | --- |
| 9+ years | $93000 | $114000 | $135000 |
| 6 to 8 years | $94000 | $113000 | $131000 |
| 3 to 5 years | $82000 | $102000 | $120000 |
| 0 to 2 years | $61000 | $83000 | $103000 |

Source: Burning Glass

Of course, simply sticking around in the role isn’t enough to ensure the highest salaries on the above chart; in order to unlock the top tier of compensation, product managers must develop a strong track record of accomplishment. They need to sit down [during the product manager interview](https://insights.dice.com/2020/04/23/product-manager-interview-questions-what-you-need-know/?ads_kw=product%20manager) and show that their products have not only been released on-time and on budget, but proven a marketplace success.

**What is a product manager’s average salary?**

The median [project manager salary](https://insights.dice.com/2020/03/13/project-manager-salary-4-career-questions-you-want-answered/) now stands at $102,512 in the estimation of Burning Glass. The analyst firm places product manager salary ranges at anywhere from $62,000 all the way up to $140,000—suggesting there’s quite a bit of room for new product managers to grow their salaries upwards.

It’s also interesting to note that more advanced degrees have a significant but not seismic effect on product manager salaries:

**Product Manager Salaries, by Education**

| **Education** | **25th Quartile** | **Median** | **75th Quartile** |
| --- | --- | --- | --- |
| Bachelor's degree | $82,000 | $101,000 | $121,000 |
| Master's degree | $88,000 | $108,000 | $127,000 |

Source: Burning Glass

When it comes to applying for product manager positions, employers are as interested in your skills and actionable experience as they are your degree; even if you haven’t obtained an advanced degree, if you have a solid track record of success in the field, you’ll attract the interest of recruiters and hiring managers.

It can also help to have a well-prepared [product manager resume](https://insights.dice.com/2014/01/28/sample-resume-product-manager/) before even going into your interview.

**Are product managers in demand?**

The short answer is “yes.” The average time to fill a product manager position, according to Burning Glass, currently stands at 36 days. This suggests employers are burning quite a bit of time to find available, qualified candidates. Over the past 12 months, employers have published almost 100,000 product manager job postings nationwide.

**Is product manager a dying career?**

Burning Glass also projects product manager growth at 10.1 percent over the next decade. That’s a pretty strong rate of growth, which makes perfect sense: No matter what the circumstances, companies must continue to produce products, and they need managers to oversee that production.

**What are the most valuable skills for a product manager?**

As mentioned previously, product managers must rely on a combination of “soft” and practical skills in order to succeed in the position. Here are some of the skills that crop up most often in job postings, according to Burning Glass:

# Product Manager Top Skills

| **Specialized skills** | **Baseline skills** |
| --- | --- |
| Product Management | Communication Skills |
| Product Development | Teamwork / Collaboration |
| Project Management | Planning |
| Budgeting | Research |
| Market Research | Problem Solving |
| Product Sales | Microsoft Excel |
| Product Marketing | Creativity |

Source: [Burning Glass](https://datawrapper.dwcdn.net/DsTYr/1/" \t "_blank)

Intensive knowledge of marketing, sales, and development is key; in a software context, for example, a product manager will have a solid grasp of the programming languages and frameworks involved, as well as typical development timelines. The ability to solve problems (hopefully with some creativity) is also important.

<<<https://insights.dice.com/2020/06/04/product-manager-salary-what-expect-with-experience-education/>>>

**Exercises about TEXT 2:**

**GLOSSARY**

Encontre, dentre as palavras destacadas no texto, o correspondente em inglês para:

1. em contrapartida = In exchange
2. equilibrar, saber lidar com = juggle
3. bem alta = quite high
4. média, em média = average
5. habilidades interpessoais = soft skills
6. superior = upper
7. um tipo de canal = channel of sorts
8. crescimento = growth
9. permanecer = sticking around
10. liberado, lançado = released
11. conquistas = accomplishment
12. vai de ... até... = goes up to
13. gestores de recrutamento e contratação, gestores de rh = recruiters and hiring managers
14. curriculum vitae (cv) = resume
15. quando se trata de = When it comes to
16. nacionalmente = nationwide
17. fiar-se em = Ryle on
18. ao longo dos últimos 12 meses = over the past 12 monts
19. surgir, aparecer = crop up
20. compreensão = grasp
21. estruturas = frameworks
22. prestativamente, proativamente = hopefully

Now, answer these questions in Portuguese about text 2:

1. O que um gestor de projetos deve estar preparado para equilibrar em sua função?

R: Ele deve estar preparado para conciliar uma variedade de responsabilidades, desde manter a produção no caminho certo até garantir que os membros da equipe estejam se comunicando com eficácia.

1. Em um contexto tecnológico, o que os gestores de produto fazem?

R: Os gestores de produto geralmente supervisionam o lançamento e a manutenção de aplicativos e serviços. Eles também atuam como um tipo de canal de comunicação entre as equipes que criam o produto e a alta administração (e claro, devem estar atentos aos detalhes).

1. Qual é o componente mais valorizado na contratação de um profissional de gestão de projetos?

R: O componente mais valorizado na hora da contratação está na capacidade do profissional, comprovada pela sua experiência, em agregar qualidade em seus produtos para que, além de entregues dentro do prazo, estes tenham tido sucesso no mercado em que foram projetados.

1. Como está o mercado de trabalho para um gestor de projetos?

R: O mercado está em alta, crescendo cerca de 10% a cada década (segundo uma estatística mencionada no texto).

1. Quais são as habilidades mais valorizadas em um gestor de projetos?

R: Conhecimento intenso de marketing, vendas e desenvolvimento. Em um contexto de software, por exemplo, um gerente de produto deve ter um conhecimento sólido das linguagens de programação e frameworks envolvidos, bem como os cronogramas de desenvolvimento. A capacidade de resolver problemas de forma criativa também é importante.